21 JUN 1966

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F I L E _C_ _/M 2.4 (EDP)_

MEMORANDUM FOR: Special Assistant to the Deputy Director for Support

        Bob:

        1. Though I am going to disagree with your recommendations of 16 June
regarding three requests for computer services generated by [   ] for   **25X1**
reasons which I will cover below, let me say that I share your concern with
the problem of random development of a system, the need to establish
relative priorities, and most importantly of all the unreliability of various
input reporting. Having joined you in principle, permit me now to disagree
in specifics. I have just learned from Chuck Briggs that additional
capacity is going to be added to the 501 as an interim measure and that
machine time is also being contracted for outside. I recognize that hard-
ware is only part of the problem and, indeed, that programming backlog is
our greatest concern at the moment. Nonetheless, I feel that we would be
most remiss in not going ahead with these pieces.
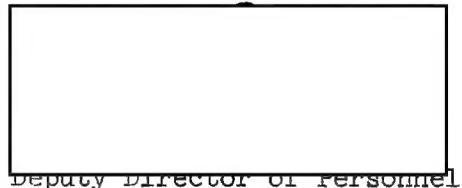
        2. In regard to dependent information -- we have in this qualifications
questionnaire exercise a present opportunity to update our files and provide
a base against which an improvement in the interim reporting system could
act. Further, to be totally realistic -- annual updating is better than
none at all; and I see no evidence that the immediate future will produce a
disciplined status reporting system which would provide what you ask. Lord
knows we need it, but nobody is working on it now; and it may very well not
come until you and your group have finished your current project.

        3. As to the two work orders regarding the language training record,
I feel we have no choice. As you know, I am the DDS representative on the
25X1   Language Committee as well as [   ] immediate boss; and as a result
have been very close to the problems of valid recordation of language
proficiency, the disclaimers, and the slow response to the testing require-
ment. But these are, indeed, separate problems from having in the computer
what solid data there are. I am today reminding the DDS of the requirement
that position language requirements be identified by 1 July. I am not so
sanguine as to think that these will all be in by 1 July and, indeed, I fear
that it will be at least the end of the year before the totality of the
Agency's position language requirements are collected. I am not prepared to
tell the command that we haven't put the hard language data in the machine
because requirements have not been codified. (We continually receive requests

for various kinds of language information which can be satisfied by the language rosters.) I even see the possibility that command discipline in the disclaimers problem may result from this work order, in that the omissions will be so obvious as to underline the problem.

4. So far in this note I have not been responsive to the fundamental question and the last one you put -- that of avoiding waste motion at the working level. I am not sure that this isn't inherent in the way that this Agency works; I am also not sure that this is wrong. If we were to find some programming partly completed and then suspend action, the time is not necessarily all wasted, for if the suspended project is later reinstated, presumably we could pick up where we left off. On the other hand, there is no point in surfacing for policy approval the many ideas and proposals generated at the working level before we have at least determined that they would be feasible should policy approval be forthcoming. Requests for approval almost always need some spelling out of detail in order that the approving authority may know what he is being asked to approve, and the detail is usually developed at the working level. Presumably when your total management information system is structured and in operation, you or part of your Working Group will become a monitoring body on changes to it; in effect, providing that review which you discuss in your present paper. I suspect that until then the natural process of backlogging or queuing will provide a certain policing.

25X1

Deputy Director of Personnel